



Helping you build a better bottom line

Strengthen your organization
with Crowe performance
improvement services



How well is your organization performing today? Is it expanding rapidly, underperforming against expectations, or struggling due to seemingly insurmountable challenges? No matter your company's level of performance, Crowe can apply proven tools and methodologies to drive a substantial return on your investment through improved operations and financial results.

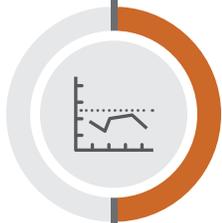


We can help you at any stage of your maturity



Growth and scaling

- If your organization is acquiring other companies, making major new capital investments, adding new lines of business, or engaging in some other form of enterprise expansion, we can help. Crowe specialists will work with you to uncover new opportunities and capture challenges as you grow.



Underperformance

- Whether your business is performing below expectations or your company is challenged with inefficiencies, you can count on Crowe to provide valuable support. We can help you drive changes in culture, processes, and overall operational performance.



Turnaround

- Crowe regularly assists organizations that are struggling with deep financial and operational challenges ranging from debt and liquidity troubles to potential bankruptcy. If your company is dealing with these types of issues, we can use our deep expertise and experience to quickly drive increased EBITDA and free up necessary working capital.

Services include:

- Manufacturing throughput and capacity optimization
- Cost of poor quality
- Working capital optimization
- Inventory and service-level optimization
- Customer and product segmentation
- Commercial market review
- Enterprise resource planning (ERP) process optimization
- Forecasting, planning, and scheduling optimization
- Spend category management and supplier development
- Accountability and performance management
- Organizational change management
- Efficiency and productivity improvement
- Operational restructuring
- Strategic sourcing
- Procurement and logistics organization transformation
- Sales force effectiveness optimization
- Overall equipment effectiveness optimization and downtime reduction
- Lean and Six Sigma improvement
- Total productive maintenance
- Overhead rationalization
- Labor cost reduction
- Productivity and throughput optimization
- Material cost optimization
- Freight cost optimization
- Working capital optimization
- Pricing and margin management
- Project management office (PMO) leadership

How we drive performance

Operational improvement

If your company's operations are not meeting performance expectations, it is time to look beyond process improvement to profitability improvement. We can assist in identifying the root causes of poor performance and then help your organization design and implement solutions for:

- Streamlining processes
- Reducing waste
- Improving management effectiveness
- Enhancing revenue
- Delivering an improved cost structure

Beyond making recommendations, we employ a hands-on approach to drive a return on your investment, and to build a foundation for measurable, sustainable performance and profitability improvements.

Our team uses a proprietary balanced scorecard methodology, the CHAMPS™ solution, which supports operational and financial performance year over year. This solution goes beyond the traditional boundaries of the balanced scorecard by incorporating critical accountability and change management tools aimed at delivering sustainable results.

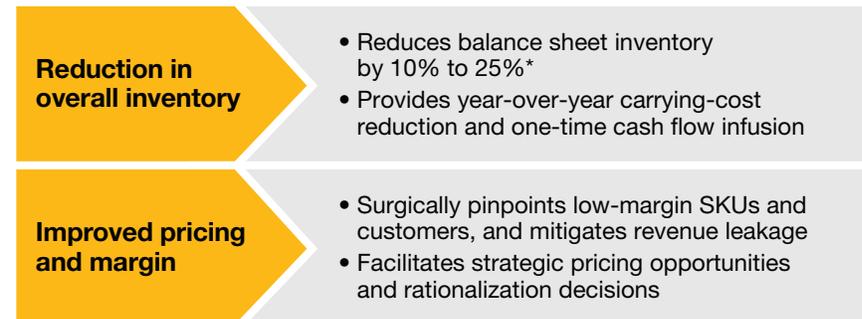
Working capital optimization

Crowe helps clients optimize their inventory levels, reduce working capital expenses, and improve cash flow by addressing the issues that contribute to working capital erosion within businesses. Using our Crowe Analysis Platform, we are able to isolate the drivers and root causes of poor working capital performance and then focus on ways to close those gaps.

Some of the common indicators of suboptimal working capital performance are:

- Excess, obsolete, and aged inventory
- Shortages and stockouts
- Poor on-time delivery
- Margin leakage and forgone revenue
- Excessive premium freight charges
- Lack of visibility and transparency

Potential client impacts from working capital optimization



* Figure based on previous Crowe client engagements

Supply chain sourcing

By taking a broader, more strategic, and more integrated view of their procurement organization's role, companies often can achieve a 2 to 5 percent increase in profitability while improving operational alignment to their extended supply chain.

The Crowe strategic sourcing advisory group supports clients as they transition from a traditional procurement approach to one that is genuinely strategic and integrated with operations. We can help you identify opportunities for significant, measurable, and sustainable cost savings while addressing operational alignment to your supply base through distribution.

Crowe employs a detailed, analytic approach that begins with an unbiased review of organizational spending and supplier management practices. Then we dig deeper into critical supplier relationships and logistics management practices. Following our situational assessment, we work with clients to execute opportunities in a focused way that can accelerate value.

Our goal is to deliver customized solutions that meet client needs, provide an exceptional experience, and enable rapid return on investment (ROI).

Administrative department efficiency

Want to reduce overhead costs while getting more relevant information for business decisions?

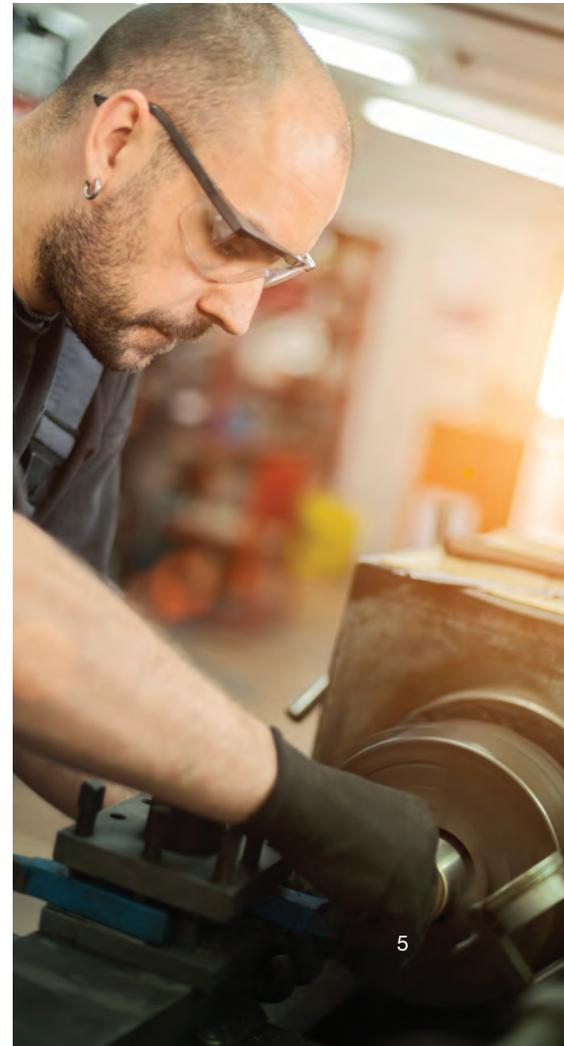
By combining a detailed, analytic approach with a focus on implementing optimized and sustainable transactional processes, companies can reduce selling, general, and administrative (SG&A) expenses while at the same time supporting business decisions with more relevant and timely information.

Crowe approaches process improvement in administrative functions by initially evaluating each process step's costs, resource consumption, and value to the organization. This helps to identify areas to reduce expenses that previously may have been ignored, as well as to drive decisions that improve margin performance and assign resources to higher-impact areas.

Our team works side by side with client team members to create processes that meet their organization's specific needs. We draw upon relevant leading practices from the industry and introduce applicable ideas from other industries when possible.

Crowe also serves as a change catalyst. We help break down functional silos and bridge gaps between different areas so that organizations can provide transactional services at an optimized cost while supporting tactical and strategic decisions with actionable information.

Our goal is to help our clients enjoy cost savings through solutions that meet their specific needs, as well as to support margin and operational objectives.



Demonstrated success

At Crowe, we have a long record of driving positive performance results for clients of all sizes and in a broad range of industries.

Representative Client Successes		
Fortune 1000 Companies	Middle-Market Companies	Small Cap Businesses
<ul style="list-style-type: none"> • Automotive OEM: Improved cost structure in a parts facility by more than \$12M • Automotive tier-one supplier: Eliminated more than \$15M of cost from global operations • Furniture manufacturer: Improved productivity in flagship plant by \$4M • Global packaging conglomerate: Reduced divisional on-hand inventory by 30 percent, while increasing service levels and improving efficiency in six facilities by 10 percent • Global pharmaceutical manufacturer: Drove a marketable throughput increase of \$18M in a newly launched, capacity-constrained diagnostic product line • Specialty metals producer: Reduced procurement and logistics spend by more than \$5.1M 	<ul style="list-style-type: none"> • Construction products company: Reduced inventory by 35 percent while increasing service levels by 10 percent • Polymers manufacturer: Reduced lead time to customers by more than 50 percent with savings of \$4.6M • Not-for-profit organization: Optimized its revenue cycle management process to increase cash position by \$3M • Telecom provider: Completed shared services integration, which reduced cost structure by \$2.5M • Forging company: Increased OEE by 10 points, and reduced scrap by 15 percent • Commercial bakery: Increased EBITDA by \$12.5M through reduced footprint, improved yield, and optimized logistics 	<ul style="list-style-type: none"> • MRO remanufacturer and distributor: Increased EBITDA by \$1.9M • Appliance parts distributor: Improved overall operating income by \$1.75M • Printing and fulfillment business: Increased EBITDA by 30 percent • Family-owned marketing services company: Implemented a new production layout and implemented balanced scorecard processes to drive in excess of \$1M in margin improvement • Food manufacturer: Doubled EBITDA for a \$15M food manufacturer through development of an improved pricing model with appropriate hurdle margins

Savings by Category		
Raw Materials	Direct, Indirect, and MRO	SG&A
(Typical savings: 2 to 10%)	(Typical savings: 10 to 40%)	(Typical savings: 10 to 40%)
<ul style="list-style-type: none"> • Metals (shapes, wire, plate, bar, and tube) • Agricultural goods (corn, wheat, and proteins) • Resins • Chemicals (industrial and food grade) • Lumber and wood products 	<ul style="list-style-type: none"> • Raw materials and products bought through distribution (metal, agricultural goods and food ingredients, resins, chemicals, packaging, and lumber) • General MRO (fasteners, tools, safety and PPE, janitorial, and material handling) • Freight (parcel, LTL, bill pay, and audit as well as TL, flatbed, refrigeration, and fleet management) • Contract and temporary labor • Energy (natural gas, petroleum, and utilities) • Machined metal products • Metal coatings and finishes 	<ul style="list-style-type: none"> • Administrative supplies and services • Telecom (services and bill pay audit) • Procurement cards • Facilities services • IT (products, services, and audit) • Professional services • Tax recovery

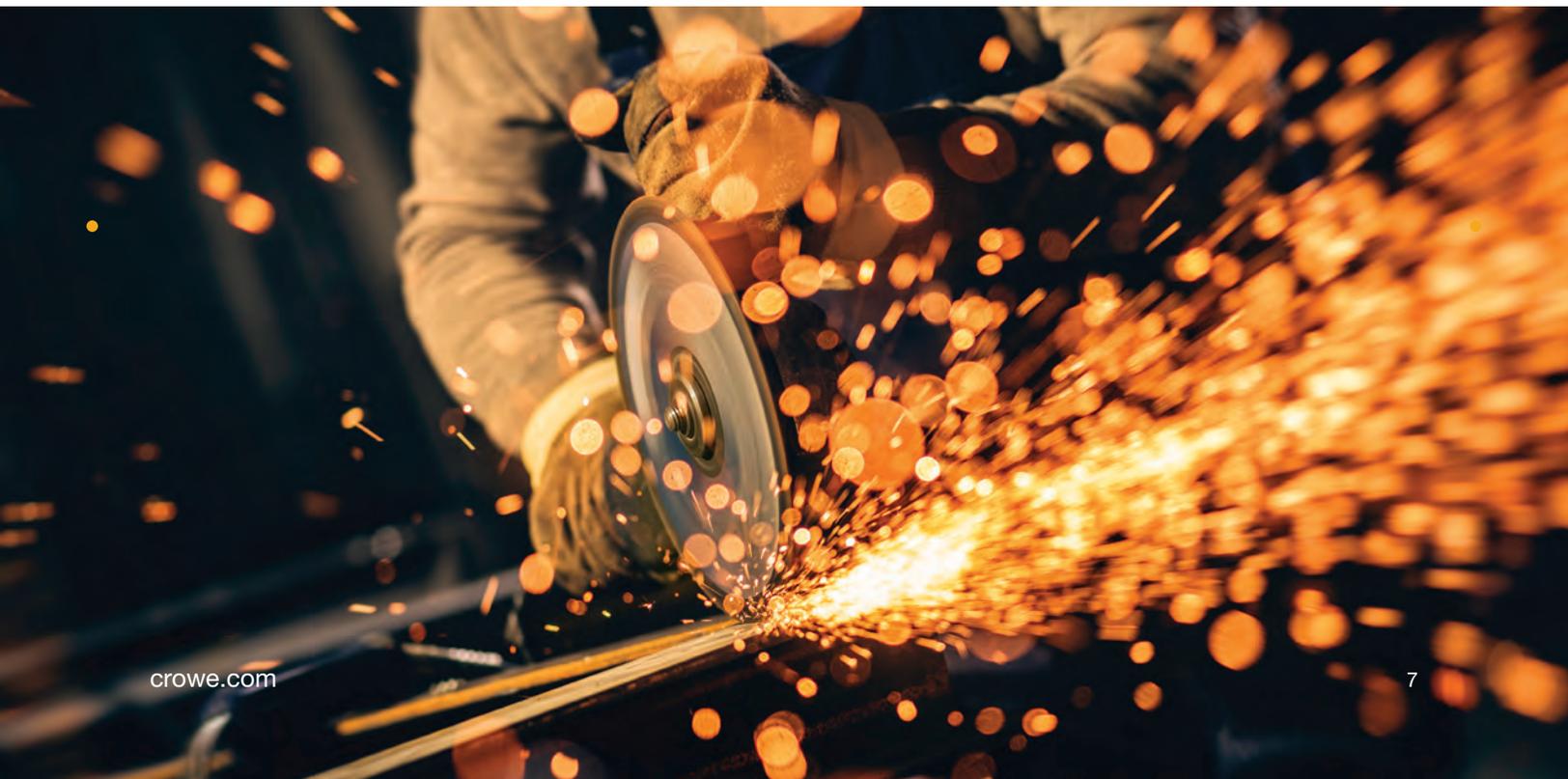
Our commitment to clients

The Crowe performance improvement team is dedicated to delivering measurable financial results with substantial ROI. Our clients say that we are different for these reasons:

- 1 We find the right levers:**
The Crowe analytic approach identifies where performance improvement can have a financial impact so we can focus our efforts on these precise areas.
- 2 We help implement what we recommend:**
Rather than merely presenting reports and recommendations, the Crowe team works side by side with you at each level of your business to help achieve improvement.
- 3 We work to make it last:**
Going beyond just training your people in tools and techniques, we strive to instill an attitude of continual improvement so that the results can be sustained – and form the basis for further improvement.

Crowe team members bring years of industry experience to our client engagements. Our team is made up of proven performers from a host of industries, as well as specialists in particular management tools and methods. We strive to establish ongoing relationships, helping clients apply proven and continuing process improvement initiatives that produce results.

If you want to learn more about ways we might be able to help you improve your organization's performance and ROI, let's talk.





Learn more

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